

PENGELOLAAN SUMBER DAYA MANUSIA

Human Capital Management

SDM SIG yang Kokoh

Perseroan menyadari, sumber daya manusia (SDM) memiliki peranan dan kontribusi penting dalam menjalankan kegiatan operasional dan pengembangan perusahaan. SDM menjadi pilar SIG dalam mendukung pencapaian visi Perseroan. Untuk terus mengoptimalkan *Human Capital* Perseroan, SIG telah menjalankan *roadmap* transformasi *Human Capital* yang antara lain mencakup:

1. Menetapkan *HC Management Framework* sebagai fondasi transformasi *Human Capital*;
2. Menetapkan *HC life-cycle* dan *single digital platform* dalam *HC infrastructure* yang mendorong percepatan digitalisasi di ranah *Human Capital*;
3. Sentralisasi seluruh Kebijakan dan Prosedur terkait *Human Capital*;
4. Meredefinisi ulang *Human Capital operating model* melalui *shared services model*;
5. Membangun *performance-based culture*, *innovation culture* dan *continuous learning culture* di SIG;
6. Menanamkan nilai-nilai inti (*core values*) AKHLAK di seluruh insan SIG;
7. Mendorong pengembangan talenta melalui *talent development program* dan *talent mobility* antar perusahaan di lingkungan SIG.

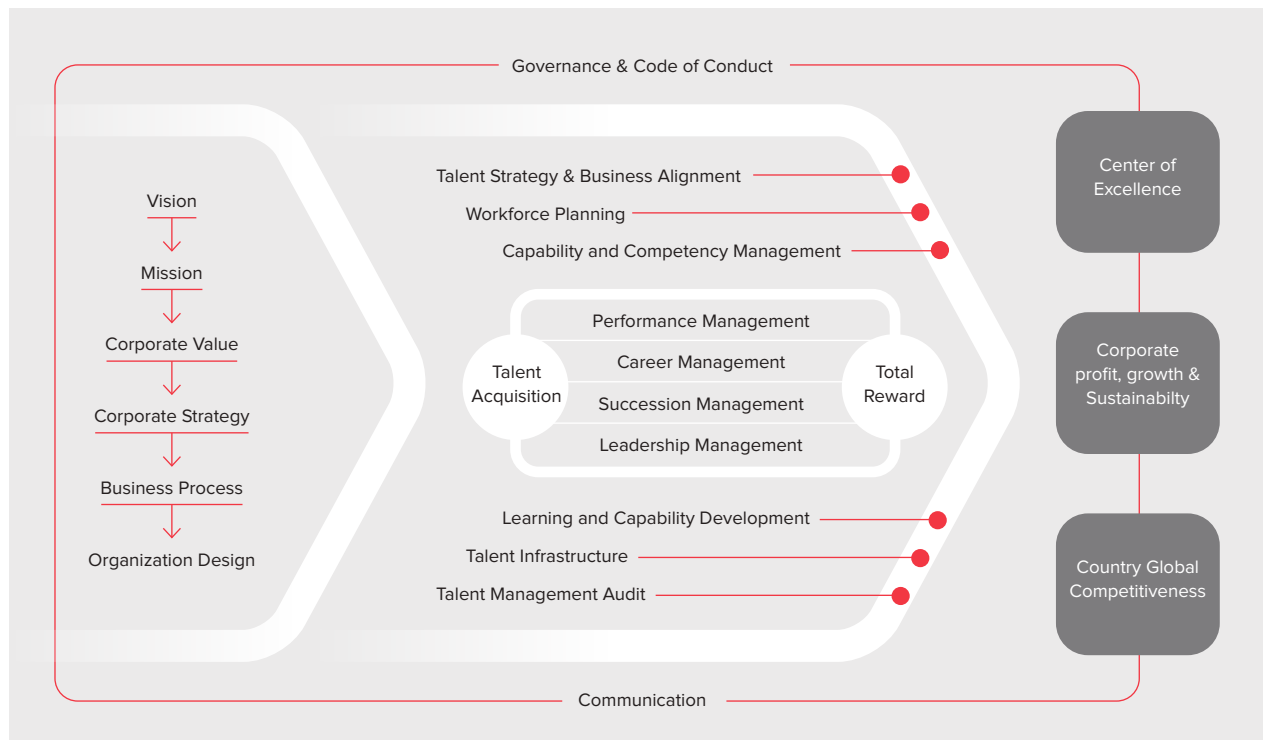
Perseroan menetapkan *HC Management Framework* sebagai fondasi transformasi *Human Capital* melalui Surat Keputusan Direksi PT Semen Indonesia (Persero) Tbk Nomor: 055/Kpts/Dir/2022 tentang Panduan Sistem Manajemen SDM (*Human Capital Management System*) Semen Indonesia Group sebagaimana dituangkan dalam *framework* berikut ini:

SIG's Resilient Human Capital

The company realizes that human capital (HC) has an important role and contribution in carrying out operational activities and company development. HC is a pillar of SIG in supporting the achievement of the Company's vision. To continue to optimize the Company's human capital, SIG has implemented a Human Capital transformation roadmap which includes:

1. Establishing the HC Management Framework as the foundation for Human Capital transformation;
2. Establishing the HC life-cycle and a single digital platform within the HC infrastructure that encourages the acceleration of digitalization in the realm of Human Capital;
3. Centralization of all Policies and Procedures related to Human Capital;
4. Redefining the Human Capital operating model through a shared services model;
5. Building a performance-based culture, innovation culture and continuous learning culture at SIG;
6. Instill core values (*core values*) of AKHLAK in all SIG people;
7. Encouraging talent development through talent development programs and talent mobility between companies within the SIG environment.

The Company established the HC Management Framework as the foundation for Human Capital transformation through the Decree of the Board of Directors of PT Semen Indonesia (Persero) Tbk Number: 055/Kpts/Dir/2022 about Guidelines for the Human Capital Management System for Semen Indonesia Group as outlined in the following framework:

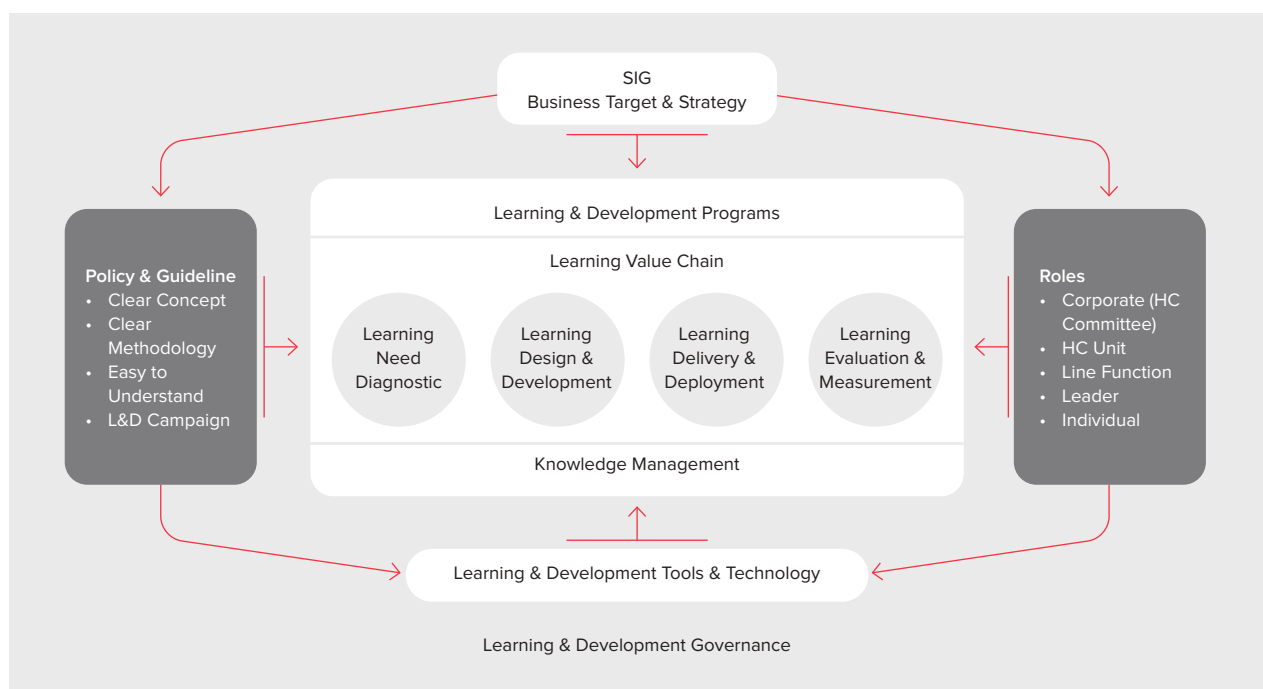


Pengembangan Kapabilitas dan Kompetensi

Perseroan senantiasa berupaya untuk membangun dan mengembangkan kapabilitas dan kompetensi talenta untuk meningkatkan kinerja sesuai dengan kebutuhan bisnis secara berkelanjutan, dengan menyusun Kerangka Sistem Pembelajaran dan Pengembangan Kapabilitas, sebagai berikut:

Capability and Competency Development

The company always strives to develop and developing talent capabilities and competencies to improve performance in accordance with business needs in a sustainable manner, by compiling a Capability Learning and Development System Framework, as follows:



Sistem Pembelajaran dan Pengembangan Kapabilitas ini memiliki *learning value chain* yang terdiri dari 4 (empat) tahap, yaitu:

1. *Learning Need Diagnostic* (LND)
2. *Learning Design & Development*
3. *Learning Delivery & Deployment*
4. *Learning Evaluation & Measurement*

Perseroan senantiasa berkomitmen untuk mengembangkan SDM sebagai aset utama, secara berkesinambungan. Perseroan aktif menyelenggarakan berbagai kegiatan pembelajaran dan pengembangan bagi karyawan, sehingga memungkinkan Perseroan untuk tetap mengikuti perkembangan bisnis yang dinamis.

Investasi Pengembangan SDM

Perseroan memiliki komitmen yang tinggi untuk terus meningkatkan kapasitas dan kapabilitas SDM nya. Salah satu wujud nyata dari komitmen tersebut adalah penyediaan anggaran untuk pelaksanaan program pembelajaran dan pengembangan kompetensi.

Pada tahun 2022, rencana pembelajaran dan pengembangan kompetensi terlaksana 100% sesuai dengan anggaran yang telah disediakan Perusahaan. Realisasi anggaran pembelajaran dan pengembangan kompetensi secara grup adalah sebesar Rp20 miliar.

Untuk tahun 2023, Perseroan telah menyusun dokumen LND sebagai pemetaan pengembangan SDM yang sesuai dengan kebutuhan setiap unit kerja Perseroan.

Uraian lengkap mengenai Pengelolaan dan Pengembangan Sumber Daya Manusia Perseroan disampaikan pada Laporan Keberlanjutan PT Semen Indonesia (Persero) Tbk 2022, yang tersedia pada situs web <https://sig.id>.

This Capability Learning and Development System has a learning value chain consisting of 4 (four) stages, namely:

1. Learning Need Diagnostics (LND)
2. Learning Design & Development
3. Learning Delivery & Deployment
4. Learning Evaluation & Measurement

The Company is fully committed to developing human capital as its main asset, on an ongoing basis. The Company actively organizes various learning and development activities for employees, thus enabling the Company to keep abreast of dynamic business developments

HR Development Investment

The Company has a high commitment to continuously improve the capacity and capability of its human resources. One concrete manifestation of this commitment is the provision of a budget for implementing competency learning and development programs.

In 2022, the competency learning and development plan was implemented 100% according to the budget provided by the Company. Realization of the learning and competency development budget as a group was Rp20 billion.

For 2023, the Company has prepared LND documents as a mapping of human resource development according to the needs of each of the Company's work units.

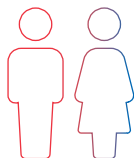
Detailed disclosure on the Human Capital Management and Development is presented in the Sustainability Report of PT Semen Indonesia (Persero) Tbk 2022, available on the website: <https://sig.id>.



DEMOGRAFI KARYAWAN

(PERSEROAN DAN ENTITAS ANAK KONSOLIDASI)

Employee Demographics (Consolidated)

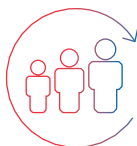


Karyawan Berdasarkan Jenis Kelamin dan Status Kepegawaian

Employees by Gender and Employment Status

Jenis Kelamin	2022*		2021		2020		Gender
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	
Laki-laki	9.046	277	8.630	296	8.954	311	Male
Perempuan	1.001	118	870	113	888	106	Female
Total	10.047	395	9.500	409	9.842	417	Total

* termasuk Semen Baturaja | including Semen Baturaja

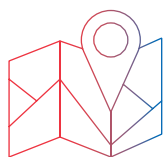


Karyawan Berdasarkan Usia dan Status Kepegawaian

Employees by Age and Employment

Usia	2022*		2021		2020		Age
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	
<26 tahun	63	146	65	165	88	153	<26 years old
26-30 tahun	904	152	872	132	1.103	152	26-30 years old
31-35 tahun	2.085	40	1.850	46	1.872	48	31-35 years old
36-40 tahun	1.711	16	1.537	22	1.524	20	36-40 years old
41-45 tahun	1.387	15	1.534	16	1.661	9	41-45 years old
46-50 tahun	2.204	6	2.220	9	2.280	9	46-50 years old
51-56 tahun	1.677	6	1.415	6	1.306	9	51-56 years old
> 56 tahun	16	14	7	13	8	17	> 56 years old
Total	10.047	395	9.500	409	9.842	417	Total

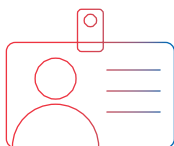
* termasuk Semen Baturaja | including Semen Baturaja



Karyawan Berdasarkan Lokasi Kerja dan Status Kepegawaian Employees by Work Location and Employment Status

Lokasi Kerja	2022*		2021		2020		Work Location
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	
Sumatera	2.566	63	1.705	48	1.754	38	Sumatra
Jawa	5.509	310	5.771	340	6.008	357	Java
Kalimantan	28	0	18	1	19	2	Kalimantan
Sulawesi	1.312	6	1.350	7	1.396	9	Sulawesi
Bali, Nusa Tenggara	12	5	12	6	13	4	Bali, Nusa Tenggara
Maluku, Papua	11	4	16	4	14	4	Maluku, Papua
Vietnam/luar negeri	609	7	628	3	638	3	Vietnam/Overseas
Total	10.047	395	9.500	409	9.842	417	Total

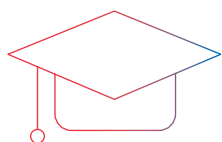
* termasuk Semen Baturaja | including Semen Baturaja



Karyawan Berdasarkan Level Jabatan dan Status Kepegawaian Employees by Job Level and Employment Status

Level Manajemen	2022*		2021		2020		Management Level
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	
BOD-1	188	14	175	15	178	21	BOD-1
BOD-2	614	17	548	34	531	26	BOD-2
BOD-3	1.680	29	1.491	37	1.482	28	BOD-3
BOD-4	4.924	233	4.731	235	4.730	270	BOD-4
BOD-5	2.641	102	2.555	88	2.921	72	BOD-5
Total	10.047	395	9.500	409	9.842	417	Total

* termasuk Semen Baturaja | including Semen Baturaja



Karyawan Berdasarkan Pendidikan dan Status Kepegawaian Employees by Education and Employment Status

Pendidikan	2022*		2021		2020		Education
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract	
SD/SLTP/SLTA/ Sederajat	4.888	22	4.833	30	5.183	38	Elementary/Junior High School/Senior High School/Equivalent
Diploma	1.295	151	1.119	126	1.180	91	Diploma
Strata-1	3.456	206	3.199	237	3.181	272	Bachelor Degree
Strata-2	391	16	327	14	279	13	Master Degree
Strata-3	17	0	22	2	19	3	Doctor Degree
Total	10.047	395	9.500	409	9.842	417	Total

* termasuk Semen Baturaja | including Semen Baturaja